

FAMOUS PLAYERS THEATRES

NATIONAL

Ballyhoo

COMPILED AND
EDITED BY
DAN KRENDEL

SERVE • SAVE • SELL AND PROFIT WITH SHOWMANSHIP!

VOL. 2 - NUMBER 2

FEBRUARY 8, 1957

REDUCING WASTE

A little knowledge may be a dangerous thing ... but John Heron, editor of the Royal Bank of Canada's famous monthly letters is a gentleman who is possessed of a great deal of knowledge on a great many subjects. His letters make interesting reading ... and a great deal of what he writes, whether it be on "What Use is Education," ... "Canada's Weekly Newspapers," or "The Habit of Safety," may be applied to our own business to good advantage. Mr. Heron has been good enough to send along copies of his November letter entitled ... **REDUCING WASTE** ... which I am attaching to this copy of **BALLYHOO**. If you would like to receive these letters regularly ... just drop a hint to your bank manager, and I am sure he will be happy to have you placed on their mailing list.

Waste is just a habit ... a dangerous habit. It is just another word for dissipation ... and the dissipation of anything, whether it be material, physical or mental, can and often does adversely affect one's thinking habits and the application of that thinking to the operation of his business. A wasteful person can never earn enough to keep himself out of trouble ... and it is a fact that if you have no respect for the value of money ... and the things that money can do ... it just doesn't matter how great your income is, it will never be able to keep up with the losses caused by negligent and wasteful handling of funds.

The same thing exactly applies to one's business practices. If you don't exercise sufficient caution in your control of all basic expenditures ... your buying habits ... your spending habits ... your supervision of employees and the proper handling of customers, a surprising number of those hard-to-get dollars must eventually go slithering down that old drain. Eliminating waste in any successful business operation is every bit as important as increasing income.

Read Mr. Heron's letter carefully ... It has a valuable message for all of us, and quite conceivably can influence our own thinking in its application to our business, and naturally to our own personal problems.

D.E.K.



CASH PRIZES FOR EFFORT

Mr. Bolstad had convened a meeting of the prize awards committee in time for this issue ... and I am pleased indeed to report the results. Congratulations winners ... and to those who came close but didn't quite make it ... well, better luck next time ... and, there will be many, many 'next times.' ... The next sitting of the committee will be when we have enough entries to warrant it, so come on guys ... Keep sluggin' ... keep Ballyhoooin' ... and, KEEP REPORTING.

And now ... let's see who made the gravy boat ...

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- \$50.00 - To Bill Burke of the Capitol in Brantford, for a terrific selling job on GIRL CAN'T HELP IT, and for his promotion of over \$600.00 worth of morning rentals during Christmas week.
- \$40.00 - Split right down the middle ... twenty bucks to each of Gordon Carson and Frank Sabatini for terrific organizational work in connection with the F.P. MOVIE STAMP deal in the Lakehead.
- \$25.00 - Goes to Freeman Skinner of the Paramount in Halifax for outstanding newspaper co-operation in behalf of his FRIENDLY PERSUASION date.
- \$25.00 - On its way to Ted Doney of the Royal in Guelph just because he refused to use the misleading press book ads on BURNING HILLS, and made up his own campaign which sold plenty of tickets ... and also for his excellent, steady selling.
- \$25.00 - Well earned by Ralph Mitcheltree of the Capitol in Calgary for extensive effort in the selling of the short DARK WAVE ... and LOVE ME TENDER.
- \$25.00 - To the best confection salesman we have ... Ed Lamoureux of the Palace in Windsor. The guy really works at it ... to phenomenal results.
- \$25.00 - To Jim McDonough D.M. of the Halifax district for a tremendous amount of missionary work which paid off in swinging the Halifax dailies over to our side.
- \$25.00 - On its way to Len Bishop of the Hollywood in Toronto, for the grand job he did on BEST THINGS IN LIFE ARE FREE, while still at Shea's.
- \$25.00 - And well deserved by Lloyd Taylor of the Palace in Guelph for his persistence in booking a mid-night show against everybody's advice ... and making plenty of bucks with it.
- \$25.00 - To Les Mitchell of the Capitol in Welland, for having raked in over \$700.00 in morning rentals during the Christmas week, by plain HARD work.

PRIZES (Cont'd)

- \$25.00 - In the mails to Walter Bennett, genial maestro of the Capitol in Vernon ... for a swell job of selling nearly \$400.00 worth of books of tickets in four days ... to a local used car dealer.
- \$20.00 - Goes to Russ McKibbin of the Imperial in Toronto for one of the most comprehensive selling jobs we have seen on GIANT.
- \$20.00 - Split right down the middle ... ten bucks each to Jack Mahon and Les Paine of the Strand in Prince Albert, for a very sweet job of selling LOVE ME TENDER.
- \$15.00 - To Frank Carriere of the Palace in Timmins ... a newcomer to our midst ... for his excellent sales effort in behalf of WAR AND PEACE.
- \$15.00 - On its way to Bill Trudell of the Capitol in London for a very thorough job of selling LOVE ME TENDER.
- \$15.00 - Goes to Gordon Carson of the Fort in Fort William for the outstanding job he did on WAR AND PEACE at the Capitol theatre while Jimmy Cameron was away.
- \$15.00 - To Don Edwards of the Tivoli in Hamilton for a really fine job of promotion on his LOVE ME TENDER engagement.
- \$15.00 - Is on its way to Harry Wilson of the Capitol in Chatham, for the tremendous amount of work he did in promoting \$700.00 worth of merchandise to help boost his New Year's Eve midnight show.

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Well fellows ... there you have the whole story. Winners have been selected for their outstanding salesmanship of attractions, for extra effort and good ideas, and for extra-curricular activities such as hustling morning rentals during a slow season.

Many others may possibly have done just as good a job ... I don't know, because they don't tell me. However ... YOUR NAME can be up there with the winners ... if you'll do something about it yourself. I can only report what I see.

My sincere congratulations to the winners ... and I must say that I couldn't agree more fully with the awards committee in their selections. Your cheques are on the way fellows, and you should have them in a few days.

Just one thought ... and it isn't a new one. Why is it that it's always the same names ... maybe in a slightly different order. You tell me, huh?

OVER BEN'S SHOULDER

"That not so long, but rather menacing shadow over my shoulder must be Dan's ... or maybe it is just a creation of my sub-conscious mind, which has been reminding me for some time past that this contribution to NATIONAL BALLYHOO, compiled and edited by Dan Krendel, is long overdue ..."

"The commencement of a New Year is always the occasion for looking back into the immediate past and also for looking forward into the future. In looking back into the not so distant past we cannot help but be reminded of our meetings last October. Those meetings took place during a period when we were all wondering just what was happening to us, and of course, were particularly interested in what the future held in store for us."

"The keynote of our meetings was OPTIMISM ... and during the session devoted to the product which we expected to play in our theatres, many potentially great box office attractions were discussed which gave promise that the keynote would be justified."

"You are all familiar with that old saying - 'The proof of the pudding is in the eating thereof.' Well, some of us have partaken of some of the pudding, and while some have yet to partake of it, here is some of the proof ..."

HOLLYWOOD OR BUST - Jerry Lewis, Dean Martin and Anita Ekberg in this Paramount Technicolor production provide riotous entertainment, which is garnering plenty of that box office gold.

WAR AND PEACE - This stupendous ... and we do mean stupendous - production is a great and successful attraction. Be sure and handle it properly and the box office results will justify your every effort.

THE TEN COMMANDMENTS - The highly successful engagements in Toronto and Montreal have given us the necessary experience in the handling of this epic production. It will be coming your way soon. You can announce it with justifiable pride, and present it in your theatre with satisfaction to your patrons, and of course, to your box office.

LOVE ME TENDER - All you have to say is 'ELVIS PRESLEY' and that old B.O. does what comes naturally.

ANASTASIA - This one ranks with the best in motion picture fare. Yule Brynner and Ingrid Bergman are great, the story is great, and the box office results will be just as great.

THE GIRL CAN'T HELP IT - You will remember that the original title was Do-Re-Me ... The change in title certainly did no harm, and of course Jayne Mansfield and Tom Ewell together with a galaxy of Rock and Roll stars make this an outstanding attraction ... More gold for the box office.

OVER BEN'S SHOULDER (cont'd)

GIANT - Gigantic Colossal ... and any other adjectives you can think of, describe this remarkable production which is rolling up remarkable grosses EVERYWHERE.

TEAHOUSE OF THE AUGUST MOON - This delightful production is being acclaimed in its early engagements as top-notch entertainment. The box office results are away up there with the leaders.

FRIENDLY PERSUASION - An attraction which has lived up to its advance notices both as to entertainment and as a business-getter ... what's more ... it has 'legs' so watch for that extra playing time. Additionally, it is proving to be a particularly strong attraction in the small town situations.

"I think you will all agree that the list of attractions covered in the preceding paragraphs is certainly cause for that feeling of OPTIMISM which we emphasized during our meetings, particularly because each attraction has proven its worth, and that's not all ... for immediately ahead are such potentially great attractions as ...

OKLAHOMA - The CinemaScope production of what is probably one of the greatest musicals of all time is truly a grand piece of entertainment. It is extremely well done by an excellent cast who present its interest - holding story ... delightful music and exciting dance numbers in a most competent manner. It deserves a strong campaign and will live up to everything you promise in entertainment value.

THE RAINMAKER - We screened this Paramount production a couple of days ago and can truly say that it is an excellent production with great performances by Burt Lancaster and Katherine Hepburn. The story is unusual and bound to create plenty of word-of-mouth publicity.

THE WRONG MAN - Alfred Hitchcock's newest suspense drama held everyone in our screening room spellbound. This real-life story of a man who was incorrectly identified and unjustly accused as a robber is vividly portrayed by Henry Fonda, and the whole production is in the inimitable Hitchcock style.

"This makes a round dozen of great attractions, nine of which have already proven themselves, and the remaining three which we have seen and which we believe are destined to develop into box office successes. So, beat the drum and toot the horn, and let your patrons know about them ... for, no matter how great they are, they will not sell themselves. That extra 'push' you give them is what brings that extra dough into your box office."

"So long for now ... and I'll try to bring you more news of coming attractions and their potential in an early issue of our BALLYHOO. Keep on the ball ... and Keep Ballyhooin'.

Ben Geldsaler

STOP THE PRESS

FOR

OKLAHOMA

OKLAHOMA

OKLAHOMA

OKLAHOMA

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You can start shoo'in' those blues away fellows ... OKLAHOMA is headed your way, and you're in for your biggest thrill since you got into this business.

The first engagement of this great CinemaScope production opened this week-end in the Capitol theatre in Calgary to the biggest business this theatre has done in a good many years ... exceeding by far the grosses on such stand-out attractions as TEAHOUSE OF THE AUGUST MOON ... HIGH SOCIETY ... and KING AND I.

The Todd-AO production of OKLAHOMA is going into its 43rd week in the Tivoli, Toronto. Our business this past Saturday exceeded any Saturday in the entire engagement other than the opening week. The whole engagement so far is the THIRD BEST in the WHOLE WORLD, being exceeded only in New York and Los Angeles, and as both those engagements have already closed, Toronto bids fair to create a world's record for this attraction.

This information is being passed on to you so that you may realize what a really great attraction is on its way to your theatre, and so that you may take the fullest advantage of its terrific boxoffice possibilities.

The following facts regarding OKLAHOMA should be of interest to you ...

OKLAHOMA was photographed in the CinemaScope process simultaneously with the Todd-AO photography.

OKLAHOMA in CinemaScope is exactly the same as to cast, story, dance sequences and musical numbers as the Todd-AO production.

OKLAHOMA'S stereophonic sound makes this one of the most stirring musical productions which you have ever presented in your theatre.

OKLAHOMA'S settings, both indoors and outdoors are as beautiful as you can possibly imagine, and are presented in magnificent colour.

Full and complete instructions as to presentation and advertising are being rushed to each theatre by Jimmy Nairn's department ... and advice as to admission prices will be forthcoming from your Division and District Managers.

Follow these instructions carefully, and you'll be singing HAPPY DAYS ARE HERE AGAIN for a long, long time.

NEWS OF OUR FAMOUS FAMILY

WEDDING BELLS - Traipsing lightly over the bleeding hearts of every bachelor in head office, Mary Flynn, Patte's girl Friday up and married Bill Ward a couple of months ago ... and, taking her cue from Mary, Marian Aspray one of our cute 'Hello' gals, said 'I do' to Pat MacIntyre of Jimmy Nairn's department, on December 14th last. Fast workers those Publicity guys ... nobody around here even suspected that Pat knew Marian, and first thing we know, the wedding march.

Congratulations kids ... and the very best wishes for a long and happy life together from every member of the Famous Family.

UNDER THE WEATHER - Undergoing repairs and coming along nicely are our Boss Man Mr. Fitzgibbons ... Al Troyer, and Harry Wilson genial skipper of the Capitol in Chatham. Just heard also, that Jean, wife of Don Edwards of the Tivoli in Hamilton has undergone surgery and will be out of commission for a few weeks. Our very best wishes for a speedy and complete recovery to all.

ON THE MEND - are Marc Hirsch of the Eglinton in Toronto ... Earl Scandrett of the Royal in Woodstock, and our old friend in London Tom McKnight. Glad you're up and about again fellows.

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RETIRED FROM SERVICE

Two of our projectionists ... both members of our Quarter Century Club have decided to take things easy, and have announced their plans for immediate retirement.

Jim Bailey, of the Royal in Guelph has been a member of our F.P. Family for over thirty years, and feels that he would like to spend a few years basking in the sun and visiting with his children. Good luck Jim.

Louis Amadio, with forty three years service as a projectionist, twenty eight of them with F.P. at the Capitol in Prince Rupert has also decided to retire. Louis is quite a character around Prince Rupert, and the local daily came through with a fine story covering his retirement from active service. Lots of luck to you too Louis.

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OLGA'S MAN PROMOTED

Oscar Frenette ... the man in Olga's (The Soo) life, has just been promoted to station manager of W S O O on the Michigan side of the river. Oscar has been active in radio work for many years and his promotion comes as no great surprise to those who know him. Congratulations Oscar and Olga.

Incidentally, at one time Oscar served a hitch as an usher in one of our theatres ... so, just goes to show that Showbusiness does take care of its own.

'BACK YARD' COMMENT

I have a nice note from Miss Pat Harrison, assistant manager of the Capitol in Toronto, commenting on the cover message in our last BALLYHOO. Pat says, after reading the article, that it must have been written about one of her cashiers - Jean Dorris - who is everything THE BACK YARD suggests an employee should be. Jean made Stan Helleur's column a couple of weeks ago, with Stan referring to her as a friendly and gracious cashier, and Pat adds that the description fits her to a 'T' ...

Pat continues ... "I feel that Jean deserves a little mention because she certainly fits all three categories ... COURTEOUS ... KINDLY ... FRIENDLY ..."

It's nice to know that an assistant manager will take the trouble to drop us a line about a fellow employee ... I think that both Pat and Jean are to be congratulated on the job each is doing in making their theatre a better place to work in ... and a pleasant place for customers to visit.

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PLAIN ORDINARY COURTESY

Sam Korman, away up North in Noranda, practically ran out of candy stock at the height of the holiday season. He thought he was well stocked, but business was so brisk that he just couldn't keep up with the demand. He placed a call to Rowntree's in Toronto, and a rush shipment reached him at noon on the following day. Sam didn't just let it go at that. He sat down and wrote a nice letter of thanks to Rowntree's sales manager.

A couple of days later he received a reply, and it's one of the nicest letters I've seen. First of all ... the S.M. seemed very surprised that anybody would take the trouble to thank him ... seems nobody ever does ... just take the service for granted. Considering that the call was received in Toronto ... had to be phoned to the Montreal branch ... cartage arranged for, etc. and still arrived in time for the following day's business ... I think that's outstanding service. If only we would treat our customers the same way ...

However ... the moral is this. It took Sam a couple of minutes to send along his thanks, and now I guess there's nothing the Rowntree gang wouldn't do for him ... and you may be sure that the Rowntree line gets preferential position on his counters. Just plain, ordinary courtesy ... that's all. And its benefits are felt both ways.

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FILM INSPECTION REPORTS

It is absolutely imperative that your projectionists inspect their film and file a Film Inspection Report, Form T-24, Rev. 2-41, BEFORE the first running of that film. We have had many complaints from distributors regarding the condition of film, and unless a report is on file it is difficult to place the fault. Please make sure that the boys in the booth are aware that it is a MUST, and make sure that copies of the report are mailed in to head office THE SAME DAY.

HO HUM DEPARTMENT

One of our lads, who for the moment shall remain anonymous, is quite incensed with us, and tells us so in no uncertain, albeit somewhat toned down terms. Seems that he objects to the credit given a couple of our boys for the job they did on their New Year's eve shows, with second rate product. He too ... so he advises me ... had a crum for his midnight show ... and he too did a bang up selling job on it ... sparing neither time nor promotional effort to drag the customers in.

Of course he didn't tell anybody about it ... but that seems to be neither here nor there. We just should have known. Well, I suppose I should apologize ... I just didn't have my crystal ball quite handy at the moment.

Kidding aside fellows ... and I repeat, we're not mind readers at this end. If you do something that you feel should get space in these pages ... take a few moments off and drop us a line. That's the only way we'll know. And ... we have always been taught that it is customary to affix one's signature to one's correspondence. Ho Hum.

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ADVERTISING APPROPRIATIONS

Well ... here we go again. Seems that quite a few of you lads still don't understand the purpose of special 'assists' and the proper method of handling them. First let me explain ... 'Assists' don't just happen. We ask for specific amounts on certain pictures which in our opinion can be helped by additional advertising. Sometimes there is quite a battle before Jim Nairn gets what he's after ... When he does get the green light, each theatre is notified by Bud Barker of the amount allocated OVER AND ABOVE HIS NORMAL BUDGET... The distributor pays part of this amount ... often a pretty healthy chunk, especially on high percentage attractions. It is to your advantage to use up every dollar of the special appropriation ... otherwise it's pretty difficult to go back to the same distributor and ask for further assists. When you get a hundred bucks to spend, and only make use of twenty ... well, it makes us look like monkeys. So fellows ... when you receive advice of a special 'assist' ... USE IT, will you? Plan your campaign to take every advantage of the extra funds ... but USE THEM. That's what assists are for.

Oh yes ... in order for us to recover the share owing us by the distributor it is IMPORTANT that immediately at the conclusion of your engagement you send Tommy Callendar of this office a complete statement ... with duplicate invoices, proofs etc. attached. Not two weeks later, guys ... but IMMEDIATELY at the conclusion of the engagement. Get it? Thanks.

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TEAR SHEETS

When you send in a tear sheet in support of some campaign ... please guys ... send THE WHOLE tear sheet, not just bits and pieces of it. Mark the portion you particularly want to bring to our attention in red pencil ... but send THE WHOLE SHEET ... huh?

ELMER THEATRE PARTIES

The new series of ELMER parties is now under way in several situations, and I have a report from Oshawa, reporting progress to date. Al Hartshorn has sent in figures which show that this year's attendance is away up on last year ... and his confection business is terrific. Of course Al works at it, and I see where he has even made a deal whereby a member of the local traffic department who visits the schools each week as part of Oshawa's safety program, carries books of kids' tickets with him for sale to the youngsters so they wouldn't have to stand in line in the cold. This certainly is a new twist ... wonder if anybody else has thought of it?

Also ... in addition to his regular advertising, Al carries a small ad on the comic page of the Times Gazette. Very effective and inexpensive. Statistics prove that the average newspaper reader turns first to the comics ... and I guess that goes double for the kids.

Let's have details of YOUR ELMER promotions fellows, so we can pass them along to your brother managers. That's the idea of this whole thing you know ... disseminating information.

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CONFECTION SHORTAGES

The bane of Dick Geering's life is some of those ridiculous and often unnecessary shortages which crop up on the confection reports from time to time. An interesting study of a group of twenty theatres reveals that in 1956 the lowest shortage reported was \$38.00, and the highest, \$396.00. There must be a reason for this, and the only thing we can come up with is that managers simply are not following the basic rules governing confection merchandising. Incidentally, the theatre with the \$38.00 shortage sells twice as many confections as the one with the higher loss, which must prove something.

In one theatre the confection room is directly across the candy counter. As often as I visit this theatre I find the door to the confection stock wide open, where anybody can practically reach in and help themselves to anything they wish. I found out also that although there is a manager and an assistant ... the confection attendant has free access to this room for the purpose of replenishing her stock. Naturally it is impossible to keep an accurate check on the stock. This is the theatre with the very high shortage record.

Read your rule book again fellows ... and note the part which states that only the manager and his assistant are to have access to the stock room, and that this room is to be kept locked at all times other than when supplies are required. This rule was designed to cut down shortages ... and can, IF YOU FOLLOW IT.

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THE USHER'S RITUAL

On page 27 of the January 26th issue of BOXOFFICE appears a very interesting and informative article under the above heading ... It's really good, and should be posted in your service staff quarters. It could also make an excellent subject for your next staff meeting.

CONGRATULATIONS 'ACK'

Ivan Ackery is too modest a guy (oh yeah!!) to tell us about it himself ... but the information has finally trickled through to us that he had won the Vancouver Traffic and Safety Council award for 1956. This is a muchly coveted award, and was given Ack for his great work in connection with the series of Elmer parties in the Vancouver district.

Congratulations Ack ... it's nice to have one's efforts recognized, and we're proud of you boy. It's certainly a nice shot in the arm for our ELMER deal.

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ABOUT NEWSPAPER COOPERATION

In my recent story about the changing attitude of newspaper publishers towards our business, I mentioned that "Newspaper editors across the country are beginning to realize the importance of theatres to their communities."

I have a note from Jimmy McDonough out in Halifax, and it sorta tickles me. Jimmy tells me that although Halifax newspapers have never been noted for thier support of our industry, in recent weeks this situation has undergone a drastic change. Jimmy encloses one week's tear sheets, and they're literally loaded with art and stories and good theatre credits.

I know that a lot of the credit must go directly to Jimmy, but the guy is honest and generous enough to suggest that this change in attitude is directly attributable to the outstanding job which Bert Brown did while in Halifax on WAR AND PEACE. Jim also encloses a note he received from the managing editor of the Halifax Herald, and I quote one paragraph ... "I would like you to know these newspapers are with you in your battle against T.V. and hope that 1957 will be a busy year for the Motion Picture business in Canada."

Well ... we've swung another group of newspapers over to our side ... and it really isn't so tough. Just be friendly with them, and don't make any unreasonable demands. The publishers are only human ... and they DO like showbusiness. What have YOU done lately to improve your relations with your newspaper?

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CHARLIE DOCTOR SWEEPSTAKES WINNER

The January 30th edition of M.P. EXHIBITOR just landed on my desk, and as is my custom, I immediately turned to the Showmanship Sweepstakes department ... and I'm glad I did. Top man this week is our own Charlie Doctor who knocks off the \$100.00 prize with his grand campaign on WEE GLORDIE, reported in these pages some weeks ago.

Congratulations Chas. and maybe you can turn the hat trick, huh? How about some of the rest of you guys reaching for that dough? We haven't been doing so well lately, and it's time a few Canucks started raking in those 'C' notes ... It improves our Foreign Trade standing ... How about it, huh?

ABOUT "FRIENDLY PERSUASION"

Ben Geldsaler has already told you what to expect from this great attraction. I would like to take it a step farther, and tell you what it actually has been doing. In Hamilton, at the Century theatre it is now in its SEVENTH week, with every week's results written in big black figures. It dips once in a while, in mid-week, and then bounces right back again on the week-ends to bigger business than this house has seen in a long time. It's a good family picture, and obviously that's the kind of stuff our customers want to see.

In a smaller situation ... the Capitol in Belleville, ... a house turning in an average thousand bucks a week, this attraction turned in over \$2,000.00 the first week ... \$1800.00 in the second week, and \$1900.00 the third week. And remember ... I'm talking about a split-week situation where very seldom does a picture go beyond its original three days.

You've got to watch this one, fellows ... and please don't dissipate the proven potential. Get every last dollar you can out of it, and don't holler when your booker advises you of a "hold." Believe me, he knows what he's doing. We don't get too many of these naturals ... so let's take every advantage of those that do come along ... and right now, FRIENDLY PERSUASION heads that list.

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THIS IS SHOWMANSHIP

Lloyd Taylor who took over management of the Palace in Guelph some months ago just refuses to believe that Showmanship is dead ... or anywhere near it. Lloyd is a great believer in gimmicks, and he'll try anything that will bring an extra buck into his boxoffice.

This guy Taylor loves give-aways ... is just crazy about merchant participation deals. He likes to get up on his stage and kibitz with his customers, and give them a chance to win something to take home with them. It makes friends for him ... and customers for his theatre.

As a newcomer to Guelph Lloyd had to start from scratch. He spent hours visiting with the merchants along the main stem, and got to know them pretty well. Then he tossed his bombshell ... Seems he'd been planning a Thursday 'Mystery Night' and would they like to get in on it? An even dozen listened to him and agreed to go along. Each merchant contributes anywhere up to ten dollars' worth of his wares each week for twelve weeks ... and even signed agreements to that effect. Lloyd has a simple form of ballot which his patrons are asked to fill in any time they are in his theatre. On Thursday night the winners are drawn ... AND ... they don't have to be in the theatre to be declared winners.

Simple, ain't it? All it takes is a little bit of that old 'Bally' spirit ... and fellows ... don't just fluff it off by saying that it can't be done. Lloyd was a stranger in town, and he did it ... without too much trouble. You're an old-timer in your community ... it should be a lead pipe cinch. How about it? Nice going Lloyd ... keep sending along details of your promotions.

OUR DRUM BEATERS' CORNER

You know fellows ... I just can't get it through my cranium why we should have to high-pressure you from this end to get you to send along accounts of your promotional work. One manager writes that he follows the rule book faithfully, and does a selling job on every attraction he plays ... that he accepts it as part of his job and doesn't want to take any bows for something that he's supposed to do anyway. Well ... that's a mighty strange philosophy to say the least. Most people would go to any lengths for a little recognition, and here's a guy who flatly tells us that he doesn't need any, thank you. Of course he isn't concerned with the fact that some of the things he does may prove of equal benefit to some theatre a thousand or two thousand miles away.

If the prize money doesn't interest you ... then you owe it to your sense of personal pride to get out and beat those old drums ... and twenty-four sheet yourself a little too. If you keep on hiding that light of yours under a bushel ... well, people oftentimes have awfully short memories, and your achievements a decade or so ago are quickly forgotten. To stay in the limelight you've got to produce... and to tell us what you're producing.

Well ... 'nuff sed. If I haven't been able to get through to you by this time, guess I never will. However ... these columns are wide open ... and if you should happen to think of it sometime, and take the time and trouble to send along a few details ... well, we'll see you in print ... and, maybe have the pleasure of sending you a cheque which your bank will be pleased to change into some of that green stuff.

So ... now let's see what a few of our 'steadies' have been doing since the last issue of BALLYHOO.

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CAPITOL - LONDON

Bill went all out on LOVE ME TENDER ... and tied up just about every window of any importance in the entire town section. All windows were loaded with special art in addition to the stock accessories and credit cards.

The Free Press came through with an excellent three col. pic of two teeners holding a pic of Presley between them ... plus a lengthy accompanying story with generous mention of the theatre. Bateman's Used Car Mart used a press book mat of Presley and this copy to head up their two column by full page ad ... "Even ELVIS Couldn't Wiggle a Better Deal Than Bateman's ..." Cute, huh?

I also see a terrific full-page co-op, with a full page PRESLEY plus a two column scene dominating the page. Every single ad on the page referred directly to either the pic title or the theatre ... and a more attractive layout I haven't seen in a long time. Remember fellows ... the full-page cut of Elvis is available to you at a very small cost, so ... if you can make use of it drop me a note and I'll pass the information on to whoever may be using it at the time.

METROPOLITAN - WINNIPEG

We don't hear from Eddie Newman too often ... and it's a shame ... because the guy's always trying something novel ... and his selling in the past has been on a par with the best we've come across ... Oh well ... 'You can lead a horse to water, BUT ...' You know.

Long before LOVE ME TENDER was due to break in Winnipeg, all local deejays were alerted and began plugging the pic at every opportunity ... and since Presley music was being pushed all day long, the opportunities were plenty. The music stores really came through in great style, with the ten most important putting in excellent windows. Woolworth's used both the 40 x 60 and the king size blow-up of Presley in their best window, while the Hudson's Bay Company took out one of their Christmas windows in favour of the Wiggler.

C J O B did a live half-hour broadcast from the theatre lobby at five P.M. on opening day. The sound track music was plugged and patrons, including fan club officials were interviewed.

The Free Press ran a five day serialization of the life of Presley, complete with daily pictures, concurrently with the showing of the pic at the Met. (How about tear sheets, boy?) Photos of Presley were sold on the candy bar which did an S.R.O. business.

O.K. Eddie ... now that we've broken the ice how about getting into the habit of sending along some stuff now and again? We do like to hear from you, you know.

.x.x.x.x.x.

CAPITOL - CALGARY

Ralph Mitcheltree doesn't pass up nothin' ... and when he found THE DARK WAVE on his booking sheet he didn't stay satisfied with an underline in his newspaper ads. The Herald ran a good story with brief synopsis as part of a feature story which was being run at the same time as the film. All local radio stations gave daily mention to the picture with good theatre credits.

The Calgary Epileptic League contacted every family in the city faced with this problem, and urged all to attend. Every club official made it a point to see the pic, and gave it prominence on the series of air talks they had scheduled for the first three days. Pretty good coverage for a short, I'd say.

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GRAND - KINGSTON

When he played the twin bill HOT ROD GIRL and GIRLS IN PRISON, Trueman managed to get hold of a bright red hot rod from a local used car dealer which he used as a street bally. All newspaper ads proclaimed that any owners of hot rods would be admitted free on presentation of proof of ownership.

PALACE - WINDSOR

Eddie Lamoureux had LOVE ME TLNDER booked, and really did a job on it. He tied in with Baillie's Music Store and sold them on the idea of giving away a theatre ticket with every Presley record sold. Not only did Ed get a full window display in a very desirable location, but several newspaper ads carrying details of the deal, with of course, good pic and theatre credits.

Both local Kresge stores and the new one in the Dorwin Shopping Centre took hold and came through with good windows and excellent displays on their music counters. Every music store in the Windsor area did likewise .. Woolworth's, not to be outdone, put in a full window display plus an attractive display on their record bar.

Eddie made good use of his marquee ... and mounted on it a giant cutout of Presley which he had used as an advance lobby display. What made this unusual was that Eddie attached sparkle discs to it, which make a ringing noise and also glitter like diamonds. Ed advertised that this cutout would be given away to some lucky winner on the following Saturday, and guess what ... Yup, you're right ... the joint was jammed.

I guess Eddie is perhaps the best confection salesman we have, averaging over 20¢ per patron. One reason is that he makes a point of properly training his attendants ... and insists that all of them attend the frequent Sales Clinics promoted locally by the Ad and Sales Club. Eddie is forever breaking records for confection sales, but it'll take some doing to top this one ... During the Presley week he unloaded over 3G's worth of stuff. Not bad, huh? Oh yes ... he put Presley pics on the bar and ran out of his entire stock on the second day. Nice going Ed.

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CAPITOL - CHATHAM

Well ... I don't know. Not a single word from Harry, but a couple of tear sheets in the mail showing two excellent front page pics of his teen audience reacting to Presley's gyrations ... and a good story by one of the popular local columnists reprinting some of the letters he had received both pro and con the same. Please Harry ... take a moment or two to send along a typed description of your campaigns, eh?

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CAPITOL - OTTAWA

No covering letter, but I see tear sheets of some really terrific pictorial coverage on WAR AND PEACE, with excellent accompanying stories. Something a little unusual too ... Ray's opening day's ad ... quite a large one ... appeared in two colours. I don't know the costs involved, but you fellows might investigate it ... It does have a striking effect.

PALACE - TIMMINS

Frank Carriere is new at the job ... but judging by his promotional results to date, he'll be right in there with the top producers before too long. Let's see what he did with WAR AND PEACE.

Frank contacted the head man of the Algonquin Reserve Army and arranged for an entire unit to march to the theatre on opening night ... preceded by a large tank, and accompanied by a military band. The tank sat in front of the theatre while the men enjoyed the show. Caused quite a stir.

Bob Nelson lent a hand, and used the 16mm T.V. clip on his popular 'What's Cookin' show, and also introduced Frank Colameco as his special guest. Naturally Frank spoke about WAR AND PEACE.

To dress up his front, Frank mounted three colourful standees on his marquee and surrounded them with a border of colourful lights. Military music was piped into the street via the theatre P.A. system.

Several downtown merchants, including Kresge's and the Halperin jewellery store put in excellent window displays. Several leading restaurants and book stores also dressed their windows.

C K G B and C F C L each kicked in twenty five special spots during the playdates, and a prominent citizen taped his comments on the picture, said comments being aired daily over C K G B's Theatre Guide program. The Daily Press made use of five large scene mats with covering stories.

The Timmins News Service did a fine job of distributing the pocket book editions to all its outlets, as well as dressing all of their trucks with suitable banners. Not bad for a beginner, eh?

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ROYAL - GUELPH

During the month of December, Ted teamed up with Lloyd Taylor to do a bang-up job of selling books of tickets. A number of very fine windows were promoted ... and I see photo of a terrific one, in a men's shop with an electric train drawing attention to the display. In addition a stall was set up at the City market, with a comely lass in charge. She sold plenty of tickets.

When Ted played WAR AND PEACE his deejay pals sure did a bang up job on it. They plugged the track music with good mention during the entire eight day engagement.

Rutledge Music Store not only paid for an excellent window display, but also bought space in the Mercury to announce the arrival of the albums. Joan's Hair Styling Studio went for the Natasha cut deal, and came through with a very attractive display ad in the Mercury.

Mayfern Fabrics also put in an excellent window ... and paid for all the material themselves.

PARAMOUNT - PORT ARTHUR

I have a note from Jimmy Cameron, quote ... "I knew I might have a little trouble getting the Shy? ... Modest? ... Retiring? ... Charlie Dilley to forward details of his WAR AND PEACE campaign to you, and I did want you to see it ... so," So ... here's what Charlie did ... even if Jimmy had to report it for him.

First I see one of the best double trucks I've seen in a long time ... and considering that Charlie was playing W AND P second run, this is quite an accomplishment. Every ad on the page referred directly to the pic and theatre. Next ... well, there doesn't seem to be any next ... and guess Jimmy forgot to send along further details. Well, ... it's worth it, just to have seen that two page inside spread.

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CAPITOL - FORT WILLIAM

When they were playing LOVE ME TENDER, naturally one of the large Presley cutouts was used as bait. On opening night it disappeared, and James, smelling a good story, notified the local newspaper and the police department ... and both really came through. The cutout was returned carefully wrapped in a moth-proof (huh) bag, and the papers used this also as a news story. Didn't do business any harm either.

Jimmy had a thought, and advertised that the cutout would be raffled off at the all femme special Satayem showing ... The take wasn't too great ... \$5.00 which was turned over to the local Hungarian Relief agency ... but it sure had 'em talking.

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PALACE - TORONTO

George Davie made use of a novel gimmick ... and even though his attraction THE GIRL CAN'T HELP IT played long after Christmas and the festive season was just memories, he sent out a Santa, who paraded the streets carrying a banner lettered ... "I just had to stay behind to see GIRL CAN'T HELP IT, etc." Cute, eh?

5,000 special heralds were used to advertise the theatre's change of policy ... it is now part of a combination three theatre first run deal ... and George made use of fifty mirror streamers in all the better East end restaurants. A good flash front also helped draw attention to the policy and opening pic.

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REGENT - OSHAWA

Well, whadayaknow? The Times-Gazette finally weakened, or sump'n. I see a tear sheet, and I hardly believe it, of a two column FRONT PAGE pic and story, showing the jam-up of kids waiting to get in to see LOVE ME TENDER. And an additional surprise ... instead of the usual 'At a local theatre' ... our friend Tip went soft, and permitted mention of the theatre name. Keep after him Al.

ORPHEUM - PRINCE ALBERT

One thing for sure ... we're always sure of a few lines from our friend out in P.A. Jack Mahon ... and it's always nice to hear from him. Jack's latest report covers his and Les Paine's activities on behalf of WLE GEORDIE and TRAPEZE ... (NOT twin-billed)

Several days before the WLE GEORDIE opening, flyers were handed out both in the theatre and on the street, and all of the staff members wore Scottish headdress. The front of the theatre was completely papered with plaid wallpaper, as was the confection bar ... Quite a startling effect.

All radio announcements were made in Scottish dialect ... and free admission was promised to anyone showing up in kilts ... yes sir, there were several takers, despite a raging snowstorm.

Ten days before TRAPEZE opened, the staff was decked out in clown costumes which Jack promoted for free. A couple of the staff paraded around town, well bannered. A local beauty parlour ran two excellent display ads featuring the Gina Cut ... The daily came through with two good cuts of Gina plus accompanying stories.

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PARAMOUNT - HALIFAX

A month in advance of his opening of FRIENDLY PERSUASION, Freeman had one of his gals in Santa costume make brief announcements from his stage. Announcement cards and suitable posters were placed in the local public and high schools three weeks in advance, and announcements were made by the I.O.D.E. and members of the Childrens' Film Library to all their members.

Freeman lined up a fleet of 50 taxis and arranged for them to banner their cabs in advance of and during the engagement. Twenty excellent window displays were set up throughout the city. A local dry cleaning firm paid the cost of printing and distributing 5,000 circulars tying in FRIENDLY PERSUASION with a gimmick whereby lucky customers received free dry cleaning service and guest tickets.

The Halifax Mail-Star went for a show for their carriers and their mothers, also children from local institutions, on opening day. A good story and large picture appeared in the following day's editions.

The local Pepsi bottler was persuaded to give away free drinks to all the small fry attending before 2.00 P.M. during the first week of the engagement. The Mail-Star ran an excellent three column pic of the kids in front of a huge sign of FRIENDLY PERSUASION. Naturally, a good story accompanied the picture.

On opening day Freeman passed out comment cards to his patrons, and used many of them in his regular newspaper ads. The lads on the radio stations were generous in their co-operation, with many daily plugs during the run. As a street bally, Freeman promoted the use of a new car and chauffeur to drive one of his gals around town ... The Miss was attired in Santa costume, and the banners on the car screamed FRIENDLY PERSUASION. A well rounded campaign.

ELMER DEAL IN WINNIPEG

Have a nice scrapbook from Harold Bishop outlining their activities in behalf of the second series of ELMER safety shows. It's good. Many months before the series was scheduled to begin, Harold and the boys did a terrific organizational job. The president of the Jaycees, Chief of Police, the patrolmen in charge of the school safety patrols were all contacted and all assured Harold of their complete support.

The Winnipeg Tribune, hesitant in the past, was completely sold after studying the Vancouver scrap book which Harold asked them to study, and promised complete coverage of all ELMER activities. They made good too ... with good advance and current stories, and weekly lists of winners.

The Jaycees and Display Industries, split the cost of all the membership cards ... several thousands of them ... and the Jaycees have agreed to adopt ELMER as an all-year-around project ... They also contacted every school in the Winnipeg area, and arranged for display posters on all bulletin boards.

Lionel Gibb arranged for Bob McNamara, popular member of the Blue Bombers to appear at the Uptown theatre for the opening meeting, to present honorary memberships to all members of the Winnipeg Safety Patrols. T.C.A. agreed to provide miniature Viscounts for every youngster attending the sixth week's show.

Ten theatres are participating in the Winnipeg deal ... The Uptown and Tivoli, five of the Western Theatres group, and three independent houses in outlying districts. A very, very comprehensive selling job I'd say. Thanks for sending along the details, Harold ... and, it's always nice to hear from you.

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CAPITOL - KINGSTON

Bert Brown visited Kingston, and with Ernie's co-operation tied up the town, but good, on WAR AND PEACE. A visit to the newspaper resulted in many columns of space ... pictorial and story-wise. The T.V. outlet, which Ernie uses regularly, arranged an interview with Bert, and also showed the T.V. clip he just happened to have in his pocket.

Both local radio stations played along, and C K L C aired the LP recording on the Sunday afternoon before opening. Five of Kingston's better jewellery stores put in good windows ... and the Advance Patterns store featured three of the dresses worn in the pic, plus excellent displays.

The Kingston News Agency brought in copies of the paperback edition, and twenty five outlets were provided with sets of stills and good display material which the agency made sure they used to good advantage. All of the agency's trucks were well bannered for the length of the engagement.

A good, solid selling job ... and the results, as Ernie will tell you ... spoke ... well, practically shouted for themselves.

IMPERIAL - TORONTO

Even though GIANT was a 'natural' and pretty well pre-sold, Russ didn't just sit back and bask in the glory of the Hollywood copy writers. He did a pretty fair selling job on his own. First of all he got together with the Capitol Record people, and arranged a window display contest ... similar to that reported by our lads in Vancouver ... The Capitol people handled all the details ... and the result was several dozens of excellent windows throughout Toronto, all plugging GIANT. Home Goods Retailing magazine liked the idea so well that they ran a story on it.

Forty top deejays and music librarians were invited to preview this film ... result ... countless numbers of enthusiastic plugs on all programs well in advance and during the engagement. Kate Aitken, popular femme commentator devoted a fair portion of two of her programs to chatty comment on the pic.

Pocket editions of the book were sold on the confection bar, and City News bannered all of their trucks, and arranged good displays in Eaton's, the two Cole's stores and the A & A Book Store.

On the second Saturday, Russ offered 1,000 miniature photos of James Dean to all ticket purchasers before 1.00 P.M. ... and needless to say, ran out of pics. Business? Well ... you should see the smile on Russ's face ... and still going strong.

.X.X.X.X.X.

CAPITOL - BRANTFORD

Have some tear sheets from the Brantford Expositor ... and they're dandies. A number of slightly terrific pictorial spreads which our Willie was able to plant on WAR AND PEACE ... including a half page of scenes of highlights in the pic plus a good accompanying story. In addition, on the first page of the second section, a three col. scene plus ditto story. Bill didn't overlook radio, and came up with maximum coverage including personal interview ... track music on most deejay programs etc.

Bill arranged for a special newsboys show, and instead of the usual shot of the lads at the theatre, talked the editor into printing two four-column scenes from GIRL CAN'T HELP IT, his current attraction, with large banner heading. Good switch.

A local appliance store ... Anguish ... came through in great style for Bill, with a one-third page ad plugging recordings from the pic and featuring large cut of Jayne Mansfield plus twelve separate scenes. In addition, Anguish placed a display of Hi-Fi equipment in the lobby and gave away a player and several albums to some of Bill's lucky patrons. Very, ver-r-ry nice, Willie Boy.

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SENECA - NIAGARA FALLS

I see a tear sheet with a good-sized co-op ad placed by Gino's Beauty Salon, featuring the Natasha Cut ... with a fair pic of Audrey Hepburn dominating the ad. Naturally in support of W and P.

MOVIE STAMPS IN THE LAKEHEAD

Gordon Carson of the Fort and Frank Sabatini of the Lake put their heads together and came up with a gimmick that may well sweep the circuit. Trading stamps are becoming increasingly popular, with people like Loblaw's, Safeway etc. spending huge sums of money to publicize their premium deals through the use of these stamps ... Gordon and Frank read about the Bonus Bill deal in Welland, added a few refinements, and came up with what promises to be a very lucrative deal.

Four theatres entered this deal ... The Fort, Lake, Colonial and Royal. Small cards ... wallet size, were printed with eight squares around the edges. The copy suggests that when the card is filled with eight stamps, it is the owner's admission to any one of the participating theatres. One stamp is handed out to each patron with the purchase of an adult ticket.

The stamps are small enough to fit into the designated spaces, and are merely a reproduction of our Maple Leaf crest. There is one big difference between the Movie Stamps as set up in the Lakehead and the conventional trading stamps used by retail establishments. When you save retail stamps, at so many for every dollar of purchase, you have to carry around bulky books, several of which must be filled before you can redeem any of the premiums offered. It has also been proven that the merchants must jack up the price of their commodities in order to pay for the premiums.

In the case of Movie Stamps ... we are giving our patrons something absolutely free. When they have made eight trips to the theatre ... and it can be any one of the four theatres listed ... the next time they visit, it's on the house. Just as simple as that.

This deal was very carefully organized, with excellent trailers and equally good newspaper ads. An initial order was placed for 100,000 stamps and 10,000 cards. In three weeks' time the Fort and Lake theatres had to renew their orders.

Customers are now educated to ask for their stamps ... as a matter of fact they DEMAND them if the cashier isn't too quick on the draw. They're saving them ... and using them, which of course is the object of the whole deal.

Incidentally the redemption of the cards is treated in exactly the same manner as you would treat a free pass, and recorded the same way. The whole thing is fool-proof and very, very simple.

This whole deal is still in the experimental stage, and we have no way at the moment of assessing its worth in terms of extra ticket sales. The boys are watching it pretty carefully though, and will advise us as soon as they have some concrete evidence to back them up. When they do, we shall pass that information along for what it may be worth.



THE ROYAL BANK OF CANADA

MONTHLY LETTER

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Reducing Waste

IT IS JUST as important to reduce waste as it is to increase income. In business, in the home, in the public service, economy consists in seeing that we get our money's worth.

The recipe for reducing waste is simple: apply sound common sense supported by knowledge of the situation. We analyse the cause and put remedies to use.

Before doing this, however, we need to become aware that there is a state of affairs that offers opportunity for improvement. People who live near a railroad become so accustomed to the sound of trains that they no longer notice it. We live so close to our jobs that we do not see opportunities to make changes that will save money. Let's listen for the trains we never hear.

No workshop, office, store or home is so perfectly managed that there is no leak to stop, no corner to cut, no improvement in operations to make. We Canadians, composing one of the richest nations in the world, are wasting a tragically large proportion of our wealth every day of the year. Our prodigality extends from the massive waste of forest fires to the dribble of waste in our kitchens.

Every manufacturing concern has blue prints designed to facilitate production of goods economically, yet factory waste is tremendous. A committee of the Federated American Engineering Societies made a careful study some years ago of the wastes in six industries. The findings showed the losses to average 49 per cent, distributed as follows: metal trades 29 per cent; boot and shoe manufacturing 41 per cent; textile manufacturing 49 per cent; building 53 per cent; printing 58 per cent; men's clothing 64 per cent.

The tall buildings that punctuate the skylines of our cities have offices that transgress, too. There is overlapping of effort, useless duplication of reports, paper work of questionable value, and waste of supplies from paper clips to electronic machines.

Who is responsible?

Who is responsible for checking waste? While every worker shares in the duty to work economically, the elimination of waste is a particular duty of the chief executive, department heads, supervisors and foremen. More businesses fail or lose money from managerial oversight or short-comings than from any other single cause.

As an executive function, elimination of waste demands these abilities: awareness that there is a problem; a tendency to do something about it; cultivation of positive thinking; and willingness to try new methods. Nothing can reduce executive efficiency quite so much as acceptance of the belief that there is no room for improvement.

The man who is thinking of applying waste reduction in his business will need, first of all, to set his own house in order. No man can reach his greatest possible success who does not eliminate wastes from his personal operations.

The best executive, from workshop foreman or office manager up to the president himself, must remain free from tyrannical trifles. He will spend time in perfecting processes of information and communication to the end that he is always in command of essential detail, yet freed from its enslavement. He will organize his work, deputize subordinates and supervise them. He will select capable assistants and delegate to them all the work they can do, while he keeps busy on more vital problems.

What are these more important things? Originating ideas, directing staff and supervising operations so that (1) goods are produced on time; (2) goods conform with quality standards; (3) goods are produced at the least possible cost.

Working against him are tendencies to waste time, to waste material through sub-standard workmanship,

to waste money in non-profitable activity, the purchase of surplus machinery, and in many other ways.

Basic to the executive's success in eliminating waste is his ability to assess the values of men to do the jobs he requires of them. The shrewdest team work always turns out to be that which allots to each member of the team the special task for which he is best fitted.

If you will look around your own business, office or workshop, you may find certain men and women doing jobs for which they are not qualified or to which they are not adapted. By merely changing two men in their jobs you may fit both of them into places where they can work efficiently and resultfully, effecting better work with less effort.

What about routing of work? Unless work flows smoothly through the plant or office there is bound to be a great deal of time wasted while one department waits for something from another department. Remember that waste is not only material that is unused, scrapped or spoiled, but also idle labour. Holding up a department only a few minutes amounts to hours of lost labour when spread over the group of men involved.

What is efficiency?

Not every idea for waste elimination that is passed along to an executive, or thought of by himself, should be experimented with. The vital point is to remember that new ideas are not necessarily impracticable. They should be studied with a sincere desire to profit by any good that may be in them.

Ideas come from all over the place: observation by the executive, suggestions by workmen who are looking ahead of their immediate jobs and by foremen who have an all-over view of the plant; adaptation of labour, material and time saving practices used elsewhere: and technical journals. The executive with an open mind and a receptive manner will not lack ideas.

The enemy of efficiency is complacency. Its thinking goes like this. There is safety in routine. What you did yesterday and last year was all right. A new way might be too much for you; at the very least it would likely cause you some worry and unrest.

But progress in the economical use of materials, labour and machines comes only through men who have the courage and initiative to try new ways. They have, too, the imagination to speculate. Alex Osborn tells this anecdote in his little book *The Gold Mine Between Your Ears*. When Edison was looking for a filament for his first lamp, he tried 6,000 varieties of plants before he found the right fibre. "Try everything," Edison said, "even Limburger cheese!"

There are several definitions of efficiency, each valid within its field. One of the Alexander Hamilton Institute textbooks defines it in this way: "Economy of

energy, time and space". Mr. Roger Cain, a reader in Guelph, wrote: "Efficiency is the obtaining of the required result in the cheapest way possible." To the engineer, efficiency is the maximum of result produced by the minimum of energy.

It is significant that all these definitions of efficiency stress economy. Efficient work involves both doing what is effective and not doing what is wasteful.

How waste occurs

There seem to be infinite ways of wasting energy, space, material and time. A list of 100 possible causes of leaks and losses that may occur in a department is given in *The Foreman's Management Library* (National Foremen's Institute Inc., Chicago). These are divided into six classes: managerial methods; working force; building, equipment, tools and machinery; production; material; receiving and shipping.

Each factor may be broken down into many divisions. Take material, for example. It is wasteful when the right material is not used for a given job. This may result in an inferior product, or it may leave some other job short of material designed for it. The degree of waste is measured by the difference between the utility actually furnished by an economic good and the maximum utility it is capable of furnishing.

Every executive will interest himself in this means-end relationship. Look around your office or workshop to see how much of what is being done is necessary to your purpose, and then ascertain whether it is being done in the best way. How much sheer carelessness is at the bottom of waste by your staff — carelessness not only in workmanship but carelessness, too, in regard to what is necessary and what is surplus expenditure of money, time, energy, space and material. Are people working in the right direction to achieve your desired ends? Is effort duplicated? Are things being done twice?

Nothing provokes the tidy-minded executive quite so much as the needless use of energy. Sir Isaac Newton set forth some "Rules of Reasoning" in which he said this: "Nature does nothing in vain, and more is in vain when less will serve."

Everything, from paper work to erecting a factory building, offers opportunity for expending too much energy, too much time, too much material. One need not choose a strong prop to support a light burden, or build a bridge much wider than the road. There is an economic law of diminishing returns. After a certain point has been reached the application of labour and capital fails to cause a proportionate increase in the value and return.

The foreman or the office manager seeking to reduce waste will ask himself how much of the activity he sees is merely the movement of things from one place to

another; how much of the office bustle is only the shuffling of papers. It is what goes out of the door in the way of finished product that counts.

It is waste, said Aesop, when great activity produces small result. You will recall his fable: A mountain, from which were heard to proceed dreadful groans, was said to be in labour, and people flocked near to see what would be produced. After waiting till they were quite tired, out crept a mouse.

Time and haste

In Scrooge's day the office clock was of the grandfather type, ticking the seconds loudly and lazily as if it had time to spare. Today's clocks are electrical, leaping from minute to minute.

We turn the pages of time-tables with worried expressions; we punch time-cards; we rush from office to airport; we tear through one job so that we can start the next. But what are we doing effectively to manage our time to the best purpose?

Sir John Lubbock told us in *The Use of Life* that Pietro Medici is said to have once employed Michael Angelo to make a statue out of snow. That was a stupid waste of precious time.

Wasting time deciding trifles, doing unrewarding things, or planning actions that should have been made habitual: these explain why people do not get more things done and have the feeling of being pushed and pressed.

Procrastination afflicts all but people who are thoroughly well balanced mentally. It is an enemy to efficiency. It has to be cured by anyone seeking to eliminate waste from his own life and the work of those under him. Set a dead-line. Be punctual. A Swiss who recorded his time meticulously all his life figured that in his eighty years he had wasted more than five years waiting for tardy people.

A simple schedule will help to eliminate time-consuming trivialities and to find more time for the things that matter most to you. For the busy executive and for any man who is seeking to find in life all the satisfactions he can get, the best distribution of the day's twenty-four hours is of paramount importance.

The schedule should recognize three things, says Professor Morgan D. Parmenter, Director of The Guidance Centre, Ontario College of Education, in *You and Your Work Ways*: (a) the things you must do; (b) the things you would like to do, and (c) the things you will do "if time permits."

It is pleasantly surprising to find how much easier the rest of the day becomes when we dispose of the least enjoyable tasks first thing in the morning. But, of

course, a schedule must not become a slave-driver. It needs to be elastic enough to accommodate unforeseen events and demands.

Following a time-planned day eliminates the waste of bustling and haste. It will contribute to a feeling of being on top of the job. It will decrease restlessness, great thief of vitality. Neither the amount nor the nature of our work is accountable for the frequency and severity of our break-downs. Their cause rather lies in the sensations of hurry and having no time.

An interesting project

Nothing can undermine efficiency in production more thoroughly than compromise with waste. The overseer who is silent in the face of inefficient use of time, energy and material, even in small quantities, is remiss in his duty.

Yet the application of controls is one of the most delicate operations. People just don't like the idea of controls, however logical. The question raised by the controller about some accustomed practice: "Is it necessary?" is a red flag provoking indignation.

Nevertheless, avoiding waste can be made one of the most interesting projects in business. Did you ever think of starting an anti-waste drive as an antidote to dullness? In your office, workshop or home or on your farm, such a campaign opens up the opportunity to do creative thinking and constructive work.

The man eager to do his job well and economically is not impelled alone by his desire for professional advancement but also by personal pride. There is no glow of satisfaction for the man who throws a spoiled piece on the scrap pile, but the man who reclaims it is adding to his happiness because he is obeying his creative urge.

Every business manager and every foreman, every department head and every shift boss, has an opportunity to show the quality of his gray matter in avoiding waste. How should he go about it? Here is one way to start: (1) list the completed items or functions flowing from your department; (2) follow them back operation by operation to see of what activity and material they are made up; (3) take each activity separately and determine if there is a more efficient way of doing it (minimum motion, minimum time); (4) consider the material discarded at each step (why was it discarded? could it be saved by more careful work? can it be re-used?); (5) always determine causes; don't be content with symptoms. Only by studying operations in detail with an open, inquiring mind can you arrive at causes.

There is no more interesting and exciting game for the man in charge of a branch or a department to play than to apply his mind to thinking out ways to perform good work in less time.

What is to be done? Why?

The first step in any reformation is honest and thorough examination of the conditions to be reformed. In making the survey, ask many "why?" questions about even the most trivial things, questions like: "why do you do it this way instead of some other way? why don't you bring together these two operations at the same desk or bench? why don't you let this man complete the operation instead of passing it along to another?"

Planning of that sort will lead to intelligent managerial action that will result in higher production, lower costs, better morale, and elimination of waste. And it is stimulating to do. It raises you above the mediocrity to which routine men condemn themselves.

A few principles

There are several points to be kept in mind when planning to eliminate waste: good housekeeping, flexibility, conservation, thrift and reclamation.

The executive, of course, should insist on having his own work place kept orderly. Disorder and untidiness are wasteful of energy. To know where things are saves time.

In the general offices and in the workrooms, can waste space be used by planning? Is stock properly piled so as to be accessible and safe from damage? Do well-enforced rules keep passage-ways clear for traffic?

Every office and department should be so laid out that material flows directly from one operation to another with a minimum of handling. In some factories handling of materials accounts for as much as fifty per cent of the manufacturing cost.

Look for "choke points". Not many executives can go through their establishments observing without detecting places where work piles up. Even if unnecessary handling consists only in lifting material a few inches, see if you cannot devise some method whereby that handling can be eliminated.

If you have trouble in detecting such opportunities for waste elimination (probably because you have been so close to the situation for so long) invite an observant friend or colleague to tour the premises with you.

Keep layout simple. Everyone seeking to increase efficiency will be tempted to over-organize, and over-organization leads, as Lord Beaverbrook reminds us, to strangulation. Rigidity of control is necessary to prevent waste, but there should be someone with authority to order what would ordinarily be a wasteful action if the result justifies it. The same act may be wasteful on one occasion or under certain circumstances, but not wasteful on another occasion or under other circumstances.

There can be waste in eliminating waste. Professor Robert P. Crawford tells in *The Techniques of Creative Thinking* (Hawthorn Books Inc., New York) about a man who thought he had invented a good machine. It would save his company \$3,000 a year. That appeared to be a tidy sum. But it would cost \$50,000 to install the machine. If the company had had to borrow that sum, interest and depreciation would have amounted each year to more than \$3,000.

This leads us to think of thrift. It takes as great ability to spend money well as to make it. Reckless expenditure leads to diminishing utility, like having too many machines for the amount of anticipated work. When you spend money for unnecessary things, you are wasteful in that you lose the opportunity of putting it out at interest or in investment.

Salvage or reclamation differs from waste elimination. The latter occurs during the process of manufacture and is designed to use primary resources to the best advantage. Salvage uses the reclaimed article after repairing it, or remakes it into some other useful article.

In some plants all material that has been damaged or discarded is collected by a salvage department that reconditions it for some beneficial purpose. Throughout our prosperous industrial plants the wastes of yesterday are converted into valuable raw materials of today. The history of the packing industry can well be written in terms of the progressive conversion of wastes into profitable by-products. It is of first-rate importance that the test tube should be applied to the waste heap and the junk pile.

Don't wait for big savings

It would be a mistake to put off examining your business while awaiting an opportunity to make a big saving. The backbone of a drive to avoid waste is paying attention to the little things.

Let us look at one of these "little" things: scratch paper. A letter from New Zealand asks about the manufacture of the envelopes in which these *Monthly Letters* are sent out. The correspondent writes: "I find the re-use value of these envelopes much higher than the other types commonly in use here in New Zealand."

Many thousands of dollars could be saved in offices if envelopes from incoming mail were slit at the sides and used for making calculations, drafting letters, and so forth. New paper will have to be used for inter-office memos, but a hundred opportunities will arise every week to save by making do with what is now cast into the waste paper basket.

Little savings are worth looking for in the office, the home and the factory. There is nothing demeaning about being a waste-eliminator. In fact, avoiding waste as a way of increasing gain is one of the signs of a good administrator.